

Research Article

The Effect of Work Discipline and Organizational Culture on the Performance of District Employees in Jember Regency with Job Satisfaction as Intervening Variable

Citra Sri Agustin*, Dr. Diana Sulianti K Tobing, and Dr. Siti Komariyah

Faculty of Economics and Business, University of Jember, Indonesia

*Corresponding Author

Citra Sri Agustin

Article History

Received: 11.04.2021

Accepted: 22.04.2021

Published: 10.05.2021

Citations:

Citra Sri Agustin, Diana Sulianti K Tobing, & Siti Komariyah. (2021); The Effect of Work Discipline and Organizational Culture on the Performance of District Employees in Jember Regency with Job Satisfaction as Intervening Variable. *Hmlyan Jr Eco Bus Mgn*; 2(5) xx-xx

Abstract: This study aims to examine the effect of work discipline, organizational culture on the performance of sub-district employees in Jember Regency with job satisfaction as an intervening variable. The object of this research is all employees of the sub-district office in the district of Jember. Because district officials have an important role in helping the community, this study using google form questionnaire, the population in this study were all employees of the sub-district office in Jember Regency with total of 824 employees. The sampling technique in this study used non-probability sampling with purposive sampling technique. The sample used was 126 sub-district office employees in Jember Regency. The data analysis method used partial least squares (PLS) 3.0 software. The results of this study state that all hypotheses are accepted, namely work discipline has a significant effect on satisfaction, organizational culture has a significant effect on satisfaction, work discipline has a significant effect on the performance of sub-district office employees, organizational culture has a significant effect on the performance of sub-district office employees and satisfaction has a significant effect on the performance of sub-district employees in jember district.

Keywords: Work Discipline, Organizational Culture; Job satisfaction; Performance.

INTRODUCTION

In the current era of globalization, the development of public services continues to increase, in Indonesia itself this public service has its own challenges to provide good service to the community. According to Menpan Decree No. 63 of 2004, in essence, public service is the provision of excellent service to the community, which is the embodiment of the obligations of government officials as public servants. So every government agency to improve high-quality performance results must go through a very strict selection of qualified human resources in order to improve the results of good performance and quality in government.

There are several factors that can affect the achievement of employee performance according to Simanjuntak (2005) including the ability and skills in doing work, the second factor is organizational support which is a form of organizing, providing work facilities and infrastructure, comfortable work environment, as well as organizational conditions and culture. For the third factor, namely management support, managerial ability of the management or leaders in the form of proper compensation, satisfaction, discipline and commitment. So that in the end the leadership of the sub-district office can improve the performance of its employees by increasing any factors that affect the performance of the employee.

Jember Regency has 31 sub-districts, 248 villages or kelurahan, 972 hamlets or neighborhoods, 4,201 RW and 14 208 RT. The Duties and Functions of the District have been regulated in the Regulation of the Regent of Jember Number 61 of 2016 concerning the Position, Organizational Structure, Duties and Functions as well as Sub-District Work Procedures in Jember Regency. The sub-district has the task of carrying out some of the authority of the district government in its working area which includes the fields of government, economy, development, people's welfare and the development of community life as well as other public service matters submitted by the regent. Jember Regency is the second largest sub-district after Malang Regency. It is very unfortunate if the most sub-districts do not provide the best service to the community.

The phenomenon that occurs in employees at the sub-district office in Jember Regency is still found to have several performance problems, including the existence of performance data based on employee performance accountability reports for the last three years, fluctuations, namely in 2018 and 2020 the realization was 90% and in 2019 the realization was only 80%. So that the realization target achieved on average over the last three years is only 85% of the target that must be achieved 100%.

In addition, there are several problems regarding organizational culture at the sub-district office, namely the lack of encouragement from the leadership towards employees to be open in existing problems or criticism related to the employee's work so that employees are more closed and in the process of doing work they are not serious as a result the work results are not according to the expected initial plan.

Therefore, researchers are interested in examining what factors affect the performance of this sub-district office employee. based on the assumption that one way to improve employee performance is to improve organizational performance. Based on this phenomenon and supported by data and research gap theory, this researcher wants to study further about the influence of work discipline and organizational culture on the performance of sub-district office employees with job satisfaction as an intervening variable.

LITERATURE REVIEW

Work Discipline

Hasibuan (2019: 93) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it will be difficult for the organization to achieve the desired results optimally. According to Sutrisno (2009: 86) a good form of discipline will be reflected in the atmosphere in the company, namely (1) The high sense of employee concern for achieving organizational goals. (2) High employee morale, work enthusiasm and employee initiative to do work. (3) Great sense of responsibility of the employees to do the job well. (4) The development of a sense of belonging and a high sense of solidarity among employees. (5) Improving employee work efficiency and productivity.

Organizational Culture

Organizational Culture According to Robbins (2003) is everything a system of meaning shared by employees that distinguishes the organization from other organizations. This organizational culture functions in providing optimal job satisfaction and performance for employees if it can be managed properly it will be able to create optimal organizational goals (Sinambela & Sinambela 2019:511).

Job Satisfaction

Job satisfaction is very important in an organization because this job satisfaction will affect the high performance of these employees. Priansa (2018: 290) that job satisfaction is a very important thing that is owned by individuals at work. Each individual employee has different characteristics, so the level of job satisfaction is also different. It really depends on the mental attitude of the individual as Byars & Rue (2010) state that high job satisfaction will encourage the realization of organizational goals effectively.

Employee Performance

Employee performance according to Sudaryo *et al.*, (2018: 203) also states that this performance is a very important aspect in achieving a goal. Maximum achievement of goals is the result of good team or individual performance and vice versa failure to achieve the goals that have been formulated is also the result of sub-optimal individual or team performance. Meanwhile, according to (Mangkunegara, (2009: 67) performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

RESEARCH METHODS

This research is a quantitative research with an explanatory approach. The variables of this research consist of work discipline, organizational culture, job satisfaction and performance. The population of this study consisted of 824 district office employees. The sampling technique used was non-probability sampling with purposive sampling technique because this technique did not provide the same opportunity or opportunity, so the sample used was 126 sub-district office employees in Jember Regency. The data analysis method used partial least squares (PLS) 3.0 software.

RESULTS AND RESEARCH DISCUSSION

It can be seen in table 1. each of the research variable indicators has a value of outer loading > 0.7. The data above shows that there is no indicator variable whose outer loading value is below 0.7 so that all indicators are declared feasible or valid for research use and can be used for further analysis.

Table 1: Outer Loading Second Order Results

Indikator	Budaya	Disiplin Kerja	Kepuasan	Kinerja
X1.1		0,773		
X1.2		0,706		
X1.3		0,747		
X1.4		0,734		
X1.5		0,798		
X1.6		0,821		
X1.7		0,766		
X2.1	0,805			
X2.3	0,740			
X2.4	0,840			

X2.7	0,892	
X2.8	0,845	
Y1.1		0,727
Y1.2		0,704
Y1.3		0,797
Y1.4		0,751
Y1.6		0,703
Z1.1	0,727	
Z1.2	0,772	
Z1.3	0,753	
Z1.4	0,783	

Source: Primary Data Processed by Researchers in 2021

Tabel 2: R Square Value

Variabel	R Square	Adjusted R Square
Kepuasan	0,602	0,596
Kinerja	0,624	0,615

Source: Primary Data Processed by Researchers in 2021

Table 3: Path Value (Path Analysis)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
<u>Disiplin Kerja -> Kepuasan</u>	0,745	0,752	0,096	7,796	0,000
<u>Budava -> Kepuasan</u>	0,537	0,529	0,111	5,315	0,000
<u>Disiplin Kerja -> Kinerja</u>	0,672	0,686	0,116	5,370	0,000
<u>Budava -> Kinerja</u>	0,631	0,624	0,110	5,734	0,000
<u>Kepuasan -> Kinerja</u>	0,512	0,605	0,091	5,127	0,000

Source: Primary data processed by researchers in 2021

Based on the results of hypothesis testing in table 2. Shows that all hypotheses are accepted. The value of T statistic and p value on work discipline on job satisfaction is 7.796 > 1.96. and p value 0.000 < 0.05 then (H1 is accepted). The value of T statistic and p value on the hypothesis of organizational culture on job satisfaction is 5.315 > 1.96 and the p-value is 0.000 < 0.05, so (H2 is accepted). The value of T statistic and p value on the hypothesis of work discipline on performance is 5.370 > 1.96 and the p value is 0.000 < 0.05 then (H3 is accepted). The value of T statistic and p value on the hypothesis of organizational culture on performance is 5.734 > 1.96 and the p value is 0.000 < 0.05 then (H4 is accepted). The value of T statistic and p value on the hypothesis of job satisfaction on employee performance is 5.127 > 1.96 and the p value is 0.000 < 0.05 then (H5 is accepted).

The Effect of Work Discipline on Employee Job Satisfaction

The results of testing this hypothesis H1 is accepted which states that work discipline has a significant effect on job satisfaction of sub-district office employees in Jember Regency. This shows that in carrying out their duties, office employees comply with the rules that have been set, they come on time and are always orderly. This is supported by the results of previous research conducted by Hakim et al., (2019). Sudarsih & Supriyadi (2019). (Septyanto & Pertiwi, (2020) show that work discipline affects job satisfaction. This shows

that the better employees apply work discipline and comply with company regulations, the better employee job satisfaction will be.

However, this is contrary to the results of research by Sugiono et al., (2020) which states that work discipline is not proven to have a significant effect on employee performance through job satisfaction. This means that the increase in work discipline that is applied cannot increase employee satisfaction, so it does not affect the performance of employees at PT. Soraya Dinamika Mandiri.

The Influence of Organizational Culture on Job Satisfaction

Based on the results of testing this hypothesis H2 is accepted which states that organizational culture has a significant effect on job satisfaction of sub-district office employees in Jember Regency. This is because the sub-district employees are always encouraged to innovate and increase creativity in doing work, besides that employees are required to do work on time, carefully and the sub-district encourages employees to work according to established procedures and must be thorough so that have different characteristics. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by Riyanto & Panggabean (2020). Islamy et al., (2020). Pallawagau (2021). Stating that

organizational culture has a significant effect on employee job satisfaction. Because the company always maintains and harmonizes the role of organizational culture in the life of the company's activities and focuses on the interests and goals of the company to increase employee job satisfaction.

However, this is contrary to the results of Paais & Pattiruhu (2020) research which states that organizational culture is not significant to employee job satisfaction. This is because it turns out that there are other factors that cause employees to be less satisfied apart from the indicators measured in organizational culture variables, such as the lack of employee freedom to innovate and be creative.

The Effect of Work Discipline on Employee Performance

The results of testing this hypothesis H3 are accepted which states that work discipline has a significant effect on job satisfaction of sub-district office employees in Jember Regency. This can be due to aspects related to work discipline that have been able to create employee performance.

The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by Mukminin *et al.*, (2020). Suprpti *et al.*, (2020). work discipline has a significant effect on employee performance, it is proven that the company is able to provide sanctions to undisciplined employees and the better employees apply work discipline and comply with company regulations or provisions, the employee's performance will increase and can increase the perception that the company provides justice and the better.

The Influence of Organizational Culture on Employee Performance

Based on the results of testing this hypothesis, H4 is accepted which states that organizational culture has a significant effect on the performance of sub-district office employees in Jember Regency. This could be due to aspects related to organizational culture that have been able to create the performance of sub-district employees in Jember Regency. The results of the study contained significant similarities with the previous research conducted by Lolowang *et al.*, (2019) and Rohman *et al.*, (2021) state that organizational culture has a significant effect on employee performance, this is indicated by a strong organizational culture with the behavior of organizational members in carrying out work that supports organizational goals. It will affect performance and vice versa.

The Effect of Job Satisfaction on Employee Performance

The results of testing this hypothesis H5 are accepted which states that job satisfaction has a

significant effect on the work performance of sub-district office employees in Jember Regency. This could be due to aspects of job satisfaction related to the performance of sub-district employees in Jember Regency. Aspects of job satisfaction for Jember sub-district employees include compensation for sub-district employees, the compensation they receive in accordance with the tasks they do so that sub-district employees feel happy with the compensation given so that they feel satisfied with their work, besides that sub-district employees also feel happy because the office also provides facilities such as tools and materials needed for work needs and comfortable with work conditions and culture. The results of this study have significant similarities with previous research conducted by Mesfin *et al.*, (2020), Sabuhari *et al.*, (2020), Radita *et al.*, (2021) job satisfaction has a positive and significant effect on employee performance. It is proven that the company always does the best for its employees so that job satisfaction is felt by the employee because the results of his work can be similar or more than what is expected.

However, this is contrary to the results of Hidayah & Tobing (2018) research that job satisfaction has no significant effect on employee performance, this is due to other variables that can strengthen or mediate the emergence of good performance, such as a strong commitment from employees to work well and consider the work good so that the compensation received later is not only in the form of higher wages but there are other compensations, such as pride, reward, which is an encouragement for employees to do a good job again.

CONCLUSION

Based on the results and discussion in this study, several conclusions were obtained as follows: (1) Work discipline has a significant effect on job satisfaction (2) Organizational culture has a significant effect on job satisfaction, (3) Work discipline has a significant effect on the performance of sub-district office employees in Jember Regency, (4) organizational culture has a significant effect on the performance of sub-district office employees in Jember Regency, (5) job satisfaction has a significant effect on the performance of sub-district office employees in Jember Regency. Suggestions from further research, it is suggested to consider other factors that can affect job satisfaction and employee performance such as leadership, work environment and motivation. It can also expand the research orientation to a different scope of organization or a wider population.

REFERENCES

1. Simanjuntak, P. J. (2005). *Manajemen Dan Evaluasi Kinerja*. E-UI Press.
2. Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. Revisi, Bumi Aksara, 201.

3. Sutrisno, E. (2009). Manajemen sumber daya manusia edisi pertama. *Jakarta: Kencana Prenada Media Group*.
4. Robbins, S. P. (2003). Perilaku Organisasi, Jilid 1. *Jakarta: PT. Indeks Kelompok Gramedia*.
5. Sinambela, LP, & Sinambela, S. (2019). Work management; Management, Measurement, and Performance Implications. *Rajawali Press*.
6. Priansa, D.J., Perencanaan & Pengembangan, S. D. M. (2018). (*Garnida A, ed.*). *Alfabeta*.
7. Byars, L.L., Rue, L. W. (2010). *Human Resource Management. 7th ed.*
8. Sudaryo, Y., Aribowo, A., & Sofiati, NA (2018). Human Resource Management: Indirect Compensation and the Physical Work Environment. *Andi Publisher*.
9. Mangkunegara, A. P. (2009). Manajemen Sumber Daya Manusia Perusahaan, *PT Remaja Rosdakarya*.
10. Hakim, L., Tobing, D. S. K., Noor, I. (2019). *International Journal of Research Science & Management the Effect of Transformational Leadership Style and Work Discipline toward Job Satisfaction and the Performance of Cooperation Extension Officer of East Java's State Minister for Cooperatives Small and, 6(3)*.
11. Sudarsih, S. (2019). The Role of Workload and Work Discipline in Improving Job Satisfaction and Performance of Outsourcing Employees. *Int J Sci Res Manag, 7(10)*.
12. Septyanto, D., & Pertiwi, R. E. (2020). The Effect of Motivation Work Discipline and Work Environment on Employee Performance with Job Satisfaction as Intervening Variables (Study of Employee of PT. CCPS West Jakarta). *Prosiding ICoISSE, 1(1)*, 24-42.
13. Sugiono, E., & Efendi, S. (2020). Leadership Style, Work Discipline, and Compensation to Employee Performance through Job Satisfaction. *ENDLESS: International Journal of Future Studies, 3(2)*, 47-63.
14. Riyanto, S., & Panggabean, M. (2020). The Impact of Leadership, Organizational Culture and Organizational Climate on Employee Job Satisfaction (Case Study: PT Garuda Indonesia (Persero) Tbk), *120(Icmeb 2019)*, 28-36.
15. Islamy, F., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). The role of organizational culture, knowledge sharing and job satisfaction in higher education. *Management Science Letters, 10(16)*, 3957-3966.
16. Pallawagau, A. (2021). The Impact of Organizational Culture, and Work Motivation on Employee Performance through Employee Job Satisfaction PT. *Kasmar Tiar Raya. ... J Econ Manag, 1(1)*, 11-21.
17. Paais, M., & PATTIRUHU, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics, and Business, 7(8)*, 577-588.
18. Mukminin, A. A., Semmaila, B., & Ramlawati, R. (2020). Point of View Research Management Effect of Education and Training, work discipline and Organizational Culture on Employee Performance. *Point View Res Manag, 1(3)*, 19-28.
19. Suprapti, S., Astuti, J. P., Sa'adah, N., Rahmawati, S. D., Astuti, R. Y., & Sudargini, Y. (2020). The effect of work motivation, work environment, work discipline on employee satisfaction and public health center performance. *Journal of Industrial Engineering & Management Research, 1(2)*, 153-172.
20. Lolowang, N. L., Troena, E. A., Djazuli, A., & Aisjah, S. (2019). The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city). *Problems and perspectives in management, 17(1)*, 268-277.
21. Rohman, A. F., Indiyati, D., & Ghina, A. (2021). The Influence of Organizational Culture and Employee Engagement on Employees Performance at Telkom University, Indonesia. *International Journal of Science and Society, 3(1)*, 75-88.
22. Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study. *BMC Health Services Research, 20(1)*, 1-9.
23. Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters, 10(8)*, 1775-1786.
24. Radita, F. R., Amri, W. A. A., Supiana, N., Sasono, I., Pramono, T., Novitasari, D., ... & Asnaini, S. W. (2021). Work-Family Conflict among Employees: What is the Role of Religiosity on Job Satisfaction and Performance. *International Journal of Science and Management Studies (IJSMS), 4(1)*, 45-59.
25. Hidayah, T., & Tobing, D. S. K. (2018). The influence of job satisfaction, motivation, and organizational commitment to employee performance. *Int J Sci Technol Res, 7(7)*, 122-127.